Contents

Number 1 – Winter, 1945

Wartime Developments in War Department	
Organization and Administration Maj. Gen. Otto L. Nelson, Jr.	1
Executive Management and the Federal Field Service	16
Federal-State-City Cooperation in Congested Production Areas Corrington Gill	28
Joseph B. Eastman-Public Servant	34
Some Notes on Wartime Federal Administration	55
Some Notes on Wartime Federal Administration	62
Demobilization and the Federal Program of Veteran Aid . Brig, Gen. Frank T. Hines	73
Reviews of Books and Documents	
Soviet Managerial Experience John N. Hazard	81
Public Administration and the Art of Governance	83
Political Ends and Administrative Means: The Administrative	
Principles of Hamilton and Jefferson J. Donald Kingsley	87
News of the Society	90
Number 2 — Spring, 1945	
Some Problems in International Administration	93
Public Administration in Mexico William Ebenstein	102
Public Administration in Mexico	113
Metropolitan Utility Supply and Organization	127
Metropolitan Utility Supply and Organization	135
Local Participation in Social Security Administration	141
Shall We Have More TVA's?	148
Day Dreams of a Bureaucrat	153
The Statesman Acts through Others	162
Reviews of Books and Documents	
The Art of Administration Henry S. Dennison	163
The Road Back	166
The Road Back	168
The Challenge of Full Employment John J. Corson	172
The Challenge of Full Employment	177
Number 3 – Summer, 1945	
The United Nations: Reorganizing the	
World's Governmental Institutions	183
Bureaucracy and the Problem of Power	194
Notes on the Communical Engagence	
His Role and His Methods	210
The Role of Budget Planning and Personnel as Staff Services Merrill J. Collett	226
Some Problems of Army Depot Administration	233
More About Gobbledygook	240
Don't Shoot the Piano Player!	245
Reviews of Books and Documents	
Administration in Big Business	252
Mobilization of Industry for the War	257
Demobilization of Industry for the Peace	263

The Just Official Leonard D. White	271
Pedagogy for Administrators	274
Of Freedom and Profits	276
News of the Society	282
Amended Constitution of the American Society for Public Administration	286
21 1	
Number 4 – Autumn, 1945	
Administrative Problems in Naval Procurement and Logistics	
Foreword Secretary James Forrestal	289
History-A Means of Self Analysis	291
The Administration of the Navy, 1798-1945 Robert G. Albion	293
Organizing the Navy's Industrial Mobilization Lt. Comdr. R. H. Connery	303
Wartime Problems in:	
Naval Logistics Administration	312
Procurement and Production	317
Statistical Controls	323
Shipbuilding Vice Adm. E. L. Cochrane	329
Supply Policies	336
Naval Transportation Lt. Duncan Ballantine	342
OPA Volunteers: Big Democracy in Action	350
Civil Service Reform in France	360
The Secretariat of the United Nations John W. Masland	364
Labor Unions and Collective Bargaining in Government Agencies	373
Reviews of Books and Documents	
The Political Dynamics of Administration	380
Basic Social Science Applied to Administration	386
British Naval Administration	391
	395
Military Government in Germany	397
News of the Society	400



Accoun Prob ADMINI tion, tiona tion, istra ADMIN: tion by I Tru searc ADMIN Albi tion Briti Lt. C The D. Kalb Self Tay State ADMIN Shoo ADMIR. revie ADVISO Volu AGRICU book Albion of th Americ Chic Unio men Applel Arth bool Ballan Nav Bauer, Orga Belche tistic Belsley Bendi lem Beveri Free Bienst Yug

Index

Volume V-1945

ACCOUNTING, Carter, Rear Adm. W. J. Wartime	dustry and Agriculture, reviewed by John N.
Problems in Supply Policies	Hazard 81
ADMINISTRATION. See Comparative Administra-	BIOGRAPHIES. Swisher, Carl Brent. Joseph B.
tion, History of Administration, Interna-	Eastman—Public Servant
tional Administration, Military Administra-	Bonnin, Charles-Jean. Principes d'Administra-
tion, Theory of Administration, War Admin- istration.	tion Publique, reviewed by Leonard D.
ADMINISTRATIVE ANALYSIS. Public Administra-	White
tion and the Art of Governance, book review	Associates, Planning for the Greater Boston
by Donald Morrison	Metropolitan Area113
Truman, Ens. David B. Public Opinion Re-	Bowles, Chester. OPA Volunteers: Big Democ-
search as a Tool of Public Administration 62	racy in Action
ADMINISTRATIVE HISTORY. See also Biographies.	BRAZIL. Kościołek, Jan. Don't Shoot the Piano
Albion, Robert G. Administrative Organiza-	Player!245
tion of the Navy, 1798-1945293	BUDGET. The Challenge of Full Employment,
British Naval Administration, book review by	book review by John J. Corson172
Lt. Comdr. Myron P. Gilmore	BUDGETING, Collett, Merrill J. The Role of
The Just Official, book review by Leonard	Budget Planning and Personnel as Staff
D. White271	Services226
Kalbfus, Adm. E. C. History-A Means of	BUREAUCRACY. Bendix, Reinhard. Bureaucracy
Self Analysis291	and the Problem of Power194
Taylor, Henry, Fsq. Excerpts from The	May, Geoffrey. Day Dreams of a Bureaucrat . 153
Statesman	The Political Dynamics of Administration,
ADMINISTRATIVE LAW. Kościołek, Jan. Don't	book review by Arthur W. Macmahon380
Shoot the Piano Player!245	Politics in Administration—In Modern Dress,
ADMIRALTY. British Naval Administration, book	book review by Avery Leiserson168
review by Lt. Comdr. Myron P. Gilmore391	Business. Administration in Big Business, book
ADVISORY COMMITTEES. Bowles, Chester. OPA	review by Paul H. Appleby252
Volunteers: Big Democracy in Action350	Of Freedom and Profits, book review by
AGRICULTURE, Soviet Managerial Experience,	Alexander H. Pekelis276
book review by John N. Hazard 81	
Albion, Robert G. Administrative Organization	Caldwell, Lynton K. The Administrative Theo-
of the Navy, 1798-1945293	ries of Hamilton and Jefferson: Their Con-
American Society for Public Administration,	tributions to Thought on Public Administra-
Chicago Chapter, panel discussion. Labor	tion, reviewed by J. Donald Kingsley 87
Unions and Collective Bargaining in Govern-	CAREER SERVICE. Emmerich, Herbert. Some
ment Agencies	Notes on Wartime Federal Administration. 55 Gutheim, Frederick. Civil Service Reform in
Arthur W. Macmahon380	
book review	The Political Dynamics of Administration,
book fevice	book review by Arthur W. Macmahon380
Ballantine, Lt. Duncan. Wartime Problems in	Taylor, Henry, Esq. Excerpts from The
Naval Transportation342	Statesman162
Bauer, John. Metropolitan Utility Supply and	Carter, Rear Adm. W. J. Wartime Problems
Organization127	in Supply Policies
Belcher, Donald R. Wartime Problems in Sta-	CITIZEN PARTICIPATION. Friedrich, Carl J. and
tistical Controls	Associates, Planning for the Greater Boston
Belsley, G. Lyle, book review	Metropolitan Area113
Bendix, Reinhard. Bureaucracy and the Prob-	White, R. Clyde. Local Participation in
lem of Power194	Social Security Administration141
Beveridge, William H. Full Employment in a	CIVIL-MILITARY RELATIONS, Albion, Robert G.
Free Society, reviewed by John J. Corson 172	Administrative Organization of the Navy,
Bienstock, Gregory, Schwarz, Solomon M., and	1798-1945
Yugow, Aaron. Management in Russian In-	Hoslett, Schuyler Dean. Some Problems of

Army Depot Administration233 Mobilization of Industry for the War, book	Conferences. Pedagogy for Administrators, book review by John A. Perkins
review by James W. Fesler257	Connery, Lt. Comdr. R. H. Organizing the
CIVIL SERVICE. See also Career Service, Officials,	Navy's Industrial Mobilization303
Personnel Administration.	CONSOLIDATION. Emmerich, Herbert. Some
British Naval Administration, book review	Notes on Wartime Federal Administration 55
by Lt. Comdr. Myron P. Gilmore391	CONTRACT TERMINATION, Robinson, Adm. S. M.
Ebenstein, William, Public Administration	Wartime Problems in Procurement and Pro-
in Mexico102	duction
Gutheim, Frederick. Civil Service Reform in	COORDINATION. Albion, Robert G. Administra-
France	tive Organization of the Navy, 1798-1945293
France	Ballantine, Lt. Duncan. Wartime Problems
er!245	in Naval Transportation342
Politics in Administration-In Modern Dress,	Emmerich, Herbert. Some Notes on Wartime
book review by Avery Leiserson168	Federal Administration 55
Clark, John Maurice. Demobilization of War-	Laves, Walter H. C. The United Nations:
time Economic Controls, reviewed by G. Lyle	Reorganizing the World's Governmental In-
Belsley	stitutions183
Cochrane, Vice Adm. E. L. Wartime Problems	Lehman, Herbert H. Some Problems in In-
in Shipbuilding329	ternational Administration
COLLECTIVE BARGAINING. American Society for	Mobilization of Industry for the War, book
Public Administration, Chicago Chapter,	review by James W. Fesler257
panel discussion. Labor Unions and Collec-	Corson, John J., book review
tive Bargaining in Government Agencies373	Crane, Jacob and Wheaton, Wm. L. C. The
Collett, Merrill J. The Role of Budget Plan-	British White Paper on Local Government. 135
ning and Personnel as Staff Services226	Dittisi Withe Paper on Local Government
COMBINED CHIEFS OF STAFF. Nelson, Maj. Gen.	DECENTRALIZATION. Cochrane, Vice Adm. E. L.
Otto J., Jr. Wartime Developments in War De-	Wartime Problems in Shipbuilding329
partment Organization and Administration.	Nelson, Maj. Gen. Otto L., Jr. Wartime De-
Committee for Congested Production Areas.	velopments in War Department Organization
Gill, Corrington. Federal-State-City Coopera-	and Administration
	Pincus, William. Shall We Have More
tion in Congesied Production Areas 28 Committee for Economic Development. De-	TVA's?148
mobilization of Industry for the Peace, book	DECISION-MAKING. Hoslett, Schuyler Dean. Some
review by G. Lyle Belsley	Problems in Army Depot Administration233
Committee on Public Administration of the	DEMOBILIZATION. Hines, Brig. Gen. Frank T.
Social Science Research Council, Case Re-	Demobilization and the Federal Program of Veteran Aid
by Donald Morrison 83	
	The Road Back, book review by William Haber
COMMITTEES. See also Advisory Committees.	Dennison, Henry S., book review
White, R. Clyde, Local Participation in So-	DEPARTMENTS. May, Geoffrey. Day Dreams of
cial Security Administration	a Bureaucrat153
COMMUNICATION. Flesch, Rudolf. More About Gobbledygook240	a Duicauciat
Hoslett Schuylar Dean Some Problems of	EASTMAN, JOSEPH B. Swisher, Carl Brent. Joseph
Hoslett, Schuyler Dean. Some Problems of	D. F D. Life Comment
Army Depot Administration	Ebenstein, William. Public Administration in
Latham, Earl. Executive Management and the Federal Field Service	
	Emmerich, Herbert. Some Notes on Wartime
Lehman, Herbert H. Some Problems in In-	Federal Administration 55
Nelson Mai Can Otto I. Ir. Warring De-	EMPLOYEE-MANAGEMENT RELATIONS, American
Nelson, Maj. Gen. Otto L., Jr., Wartime De-	Society for Public Administration, Chicago
velopments in War Department Organization	
and Administration	Chapter, panel discussion. Labor Unions
Stone, Donald C. Notes on the Govern-	and Collective Bargaining in Government
mental Executive: His Role and His Meth-	Agencies
COMPARATIVE ADMINISTRATION, Ebenstein, Wil-	
liam. Public Administration in Mexico102	ment, book review by John J. Corson172 EXECUTIVE ASSISTANTS. Stone, Donald C. Notes
AND A COURT ADDRESS OF THE PARTY OF THE PART	THE PARTY OF THE P

ors,

ors, ...274 the ...303 me ...55 M.

...317 ra-...293 ms ...342 me ...55

In-

...183
In....93
ok
....257
....172
he
....135
L.....329
ec-on
....1
ree
....233
....233

.166 .163 f .153 1 34 1 102

on the Governmental Executive: His Role and His Methods	Gutheim, Frederick. Civil Service Reform in France
EXECUTIVES. See also Leadership. Stone, Don- ald C. Notes on the Governmental Executive:	TT-L- TATUS 1 1 1 2
His Role and His Methods210	Haber, William, book review
Fainsod, Merle, book review	Principles of Hamilton and Jefferson, book
FEDERAL-STATE-LOCAL RELATIONS. Emmerich, Herbert. Some Notes on Wartime Federal Administration	review by J. Donald Kingsley
Fesler, James W., book review257	ton. Federal-State-City Cooperation in Con-
FIELD SERVICE. Latham, Earl. Executive Management and the Federal Field Service 16	gested Production Areas
Fish, Lounsbury S., Holden, Paul E., and Smith. Hubert L. Top-Management Organization	Hines, Brig. Gen. Frank T. Demobilization and the Federal Program of Veteran Aid 73
and Control, reviewed by Paul H. Appleby. 252 Fleischmann, Manly and O'Brian, John Lord. The War Production Board Administrative	History of Administration. See Administrative History
Policies and Procedures, reviewed by James W. Fesler	Holden, Paul E., Fish, Lounsbury S., and Smith, Hubert L. Top-Management Organi- zation and Control, reviewed by Paul H.
Forrestal, James. Foreword, Administrative Problems in Naval Procurement and Logis-	Appleby252 Horne, Adm. F. J. Wartime Problems in Naval
Fraenkel, Ernst. Military Occupation and the Rule of Law, reviewed by Merle Fainsod397 France. Gutheim, Frederick. Civil Service Re-	Logistics Administration
form in France	INDUSTRIAL MOBILIZATION. Belcher, Donald R. Wartime Problems in Statistical Controls323
Friedrich, Carl J. and Associates. Planning for the Greater Boston Metropolitan Area113	Connery, Lt. Comdr. R. H. Organizing the Navy's Industrial Mobilization
GERMANY. Military Government in Germany, book review by Merle Fainsod	Robinson, Adm. S. M. Wartime Problems in Procurement and Production
Gill, Corrington. Federal-State-City Coopera- tion in Congested Production Areas 28 Gilmore, Lt. Comdr. Myron P., book review. 391	INDUSTRY, Soviet Managerial Experience, book review by John N. Hazard
Gordon, Robert Aaron. Business Leadership in the Large Corporation, reviewed by Paul H.	INDUSTRY AND GOVERNMENT. See also Regula- tion.
Appleby	The Challenge of Full Employment, book review by John J. Corson
Alexander H. Pekelis	INTERNATIONAL ADMINISTRATION, Laves, Walter H. C. The United Nations: Reorganizing the World's Governmental Institutions
GREAT BRITAIN. British Naval Administration, book review by Lt. Comdr. Myron P. Gil- more	Lehman, Herbert H. Some Problems in International Administration
Crane, Jacob and Wheaton, Wm. L. C. The British White Paper on Local Government. 135 Politics in Administration—In Modern Dress,	Interstate Commerce Commission. Swisher, Carl Brent. Joseph B. Eastman—Public Ser-
book review by Avery Leiserson168	vant

The Pol. W. OFFIC

Car van OFFIC ter. tion OFFIC SIO Pea OFFIC Lec ORGA tive Ho Ari Mo rev Th bo Sto Ex

Peke Perk

Person Ser Ro Sta Ho An La E.

Pinc PLAN Su Co ni Ch Bi

in

For For Port

POL

A Pov

JEFFERSON, THOMAS. Political Ends and Administrative Means: The Administrative Principles of Hamilton and Jefferson, book review by J. Donald Kingsley	Soviet Managerial Experience, book review by John N. Hazard
Kalbfus, Adm. E. C. History-A Means of Self Analysis	view by M. L. Wilson
Kościołek, Jan. Don't Shoot the Piano Player! . 245	MEXICO. Ebenstein, William. Public Adminis- tration in Mexico
Latham, Earl. Executive Management and the Federal Field Service	MILITARY GOVERNMENT. Basic Social Science Applied to Administration, book review by M. L. Wilson
organizing the World's Governmental Insti- tutions183	Military Government in Germany, book review by Merle Fainsod
LAWYERS. Mobilization of Industry for the War, book review by James W. Fesler	MOBILIZATION. See Industrial Mobilization. Morrison, Donald, book review
LEADERSHIP. Administration in Big Business, book review by Paul H. Appleby	Mosher, Dean William E
national Administration	NATURAL RESOURCES. Pincus, William. Shall We Have More TVA's?
son	Ballantine, Lt. Duncan. Wartime Problems
Leiserson, Avery, book review	in Naval Transportation342 Belcher, Donald R. Wartime Problems in
Herbert, Some Notes on Wartime Federal	Statistical Controls
Administration	Carter, Rear Adm. W. J. Wartime Problems in Supply Policies
Local Government135	Cochrane, Vice Adm. E. L. Wartime Prob- lems in Shipbuilding329
LOGISTICS. Horne, Adm. F. J. Wartime Prob- lems in Naval Logistics Administration312	Connery, Lt. Comdr. R. H. Organizing the Navy's Industrial Mobilization
	Forrestal, James. Foreword, Administrative
Macmahon, Arthur W., book review380	Problems in Naval Procurement and Logis-
MANAGEMENT. Administration in Big Business, book review by Paul H. Appleby252	tics
The Art of Administration, book review by Henry S. Dennison163	Naval Logistics Administration
Cochrane, Vice Adm. E. L. Wartime Prob-	Self Analysis29
lems in Shipbuilding329 Ebenstein, William. Public Administration in	Robinson, Adm. S. M. Wartime Problems in Procurement and Production317
Mexico	Nelson, Maj. Gen. Otto L., Jr. Wartime Develop- ments in War Department Organization and
er!245 Latham, Earl. Executive Management and	Administration
the Federal Field Service	O'Brian, John Lord and Fleischmann, Manly.

... 81 he ... 364 ... 364 ... 386 ii- ... 386 ii- ... 127 he t... 135 ng ... 113 se ... 102 re ... 386 e ... 386

. 83 .282 il

1 148

336

329

303

289

312

291

317

The War Production Board Administrative Policies and Procedures, reviewed by James W. Fesler	the Problem of Power
Stone, Donald C. Notes on the Governmental Executive: His Role and His Methods210	Some Problems of Army Depot Administra- tion
Pekelis, Alexander H., book review	RAILROADS. Ballantine, Lt. Duncan. Wartime Problems in Naval Transportation
Power. Bendix, Reinhard. Bureaucracy and	Procurement and Production317

Ruml, Beardsley. Tomorrow's Business, reviewed by Alexander H. Pekelis276 RUSSIA. See Union of Soviet Socialist Republics.	Political Ends and Administrative Means: The Administrative Principles of Hamilton and Jefferson, book review by J. Donald
Schwarz, Solomon M., Bienstock, Gregory, and Yugow, Aaron. Management in Russian Industry and Agriculture, reviewed by John N. Hazard 81 Secretariats, Masland, John W. The Secretariat of the United Nations 364	Kingsley 87 Public Administration and the Art of Governance, book review by Donald Morrison 83 TRAINING. Gutheim, Frederick. Civil Service Reform in France 360 Pedagogy for Administrators, book review by John A. Perkins 274
SHIPBUILDING, Cochrane, Vice Adm. E. L. Wartime Problems in Shipbuilding329 SHIPPING, Ballantine, Lt. Duncan, Wartime	TRANSPORTATION. Ballantine, Lt. Duncan. Wartime Problems in Naval Transportation
Problems in Naval Transportation342 Shultz, E. B., book review	for the Greater Boston Metropolitan Area113 Horne, Adm. F. J. Wartime Problems in Naval Logistics Administration312 Swisher, Carl Brent, Joseph B. Eastman—Pub-
and Control, reviewed by Paul H. Appleby. 252 SOCIAL SCIENCES. Basic Social Science Applied to Administration, book review by M. L. Wilson	lic Servant
Social Security. White, R. Clyde. Local Par- ticipation in Social Security Administration. 141 STATESMEN. Taylor, Henry, Esq. Excerpts from	Union of Soviet Socialist Republics. Soviet Managerial Experience, book review by John N. Hazard
The Statesman	Unions, See also Public Service Unions, Labor Educates an Author, book review by E. B. Shultz
STOCK CONTROL. Carter, Rear Adm. W. J. Wartime Problems in Supply Policies336 Stone, Donald C. Notes on the Governmental	H. C. The United Nations: Reorganizing the World's Governmental Institutions
Executive: His Role and His Methods210 SUPERVISION. Nelson, Maj. Gen. Otto L., Jr. Wartime Developments in War Department Organization and Administration	UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION. Lehman, Herbert H. Some Problems in International Administration. 93 U. S. BUREAU OF THE BUDGET. Latham, Earl.
SURPLUS PROPERTY DISPOSAL. Carter, Rear Adm. W. J. Wartime Problems in Supply Policies. 336 Robinson, Adm. S. M. Wartime Problems in	Executive Management and the Federal Field Service
Procurement and Production	reviewed by Henry S. Dennison
TAXATION. Friedrich, Carl J. and Associates. Planning for the Greater Boston Metropoli-	VETERANS. Hines, Brig. Gen. Frank T. De- mobilization and the Federal Program of Veteran Aid
Taylor, Henry, Esq. Excerpts from The Statesman	The Road Back, book review by William Haber
THEORY OF ADMINISTRATION. The Art of Administration, book review by Henry S. Dennison	Walters, J. E., Personnel Relations: Their Application in a Democracy, reviewed by E. B. Shultz
Bendix, Reinhard. Bureaucracy and the Problem of Power	WAR ADMINISTRATION. Albion, Robert G. The Administration of the Navy, 1798-1945 293 Ballantine, Lt. Duncan. Wartime Problems in Naval Transportation 342 Belcher, Donald R. Wartime Problems in

Sta Carin Cool len Cool Na En Fe Fo Pr ticc Gi ticc H No H An K. See N ve tic R P S

Statistical Controls	Public Servant
lems in Shipbuilding	WAR PRODUCTION BOARD. Belcher, Donald R. Wartime Problems in Statistical Control 383 Demobilization of Industry for the Peace, book review by G. Lyle Belsley
Forrestal, James. Foreword, Administrative Problems in Naval Procurement and Logistics	Mobilization of Industry for the War, book review by James W. Fesler
tion and Administration	Yugow, Aaron, Bienstock, Gregory, and Schwarz, Solomon M. Management in Russian Industry and Agriculture, reviewed by John N. Hazard

WAR DEPARTMENT. Nelson, Maj. Gen. Otto L.,
Jr. Wartime Developments in War Depart-
ment Organization and Administration
WAR PRODUCTION BOARD. Belcher, Donald R.
Wartime Problems in Statistical Control 383
Demobilization of Industry for the Peace,
book review by G. Lyle Belsley269
Mobilization of Industry for the War, book
review by James W. Fesler
WAR RELOCATION AUTHORITY. Basic Social
Science Applied to Administration, book
review by M. L. Wilson
Wecter, Dixon. When Johnny Comes Marching
Home, reviewed by William Haber166
Wheaton, Wm. L. C. and Crane, Jacob. The
British White Paper on Local Government. 185
White, Leonard D., book review271
White, R. Clyde. Local Participation in Social
Security Administration
Wilson, M. L., book review
Yugow, Aaron, Bienstock, Gregory, and
Schwarz, Solomon M. Management in Rus-